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support

BULLETIN

MAY 1967

FOR INFORMATION OF HEADQUARTERS AND FIELD PERSONNEL

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GROUP 1
downgrading and declassification

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PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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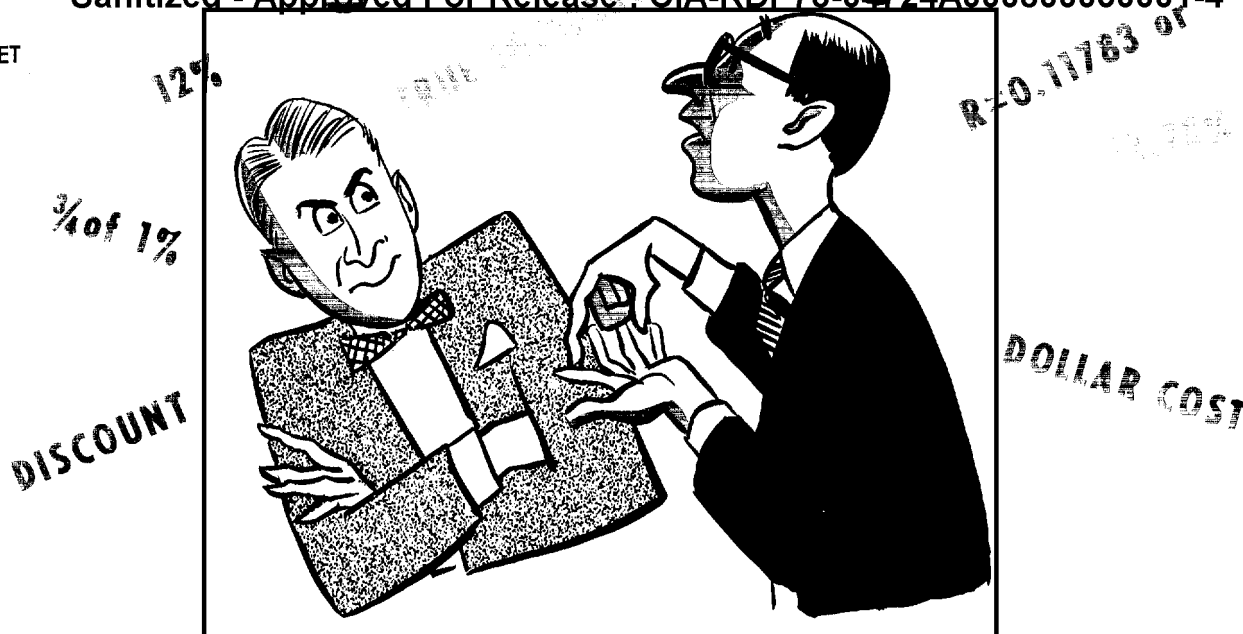
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interest isn't simple now...

Most of us learned simple interest in grade school. If you borrowed \$100 at 6 percent interest for one year, the cost was \$6. Not so in today's complicated world of consumer finance. Six percent can add up to much higher percentages, depending on how it is figured. Comparatively few loans are made nowadays at simple interest.

Finance Terms

When you find it necessary to borrow, you'll want to shop around for credit. Interest rates and fees vary widely among lenders and shopping won't help unless you know something about the different ways interest can be charged and loans repaid. You're going to hear terms like "add-on," "discount" and "true interest"—the last term less frequently. These terms are explained in the illustrations below.

Buying A New Car?

If you plan to finance the purchase of a new car, the bank or finance company may have quoted you anywhere from 3 to 6 percent with 4 perhaps a good average in the Headquarters area. Actually, however, the

6 percent loan comes closer to 12 percent because the interest is *added on* in advance, and the loan is repaid in installments. A \$3,000 loan for one year becomes \$3,180. And frequently there is another add-on for a service charge. Your average loan during the year of monthly repayment is about \$1,500. When you take it out, you have \$3,000, but just before the final payment you have less than a tenth of that sum.

The true interest rate is the cost of the loan divided by the amount of money you *actually* have the *use* of during the period of a year. Simple interest is true interest but since most loans are now made on an installment basis, true interest must frequently be figured on the average unpaid balance. The Credit Union is one organization that charges true interest. By paying interest on the unpaid balance of your loan you are only being charged for the time you actually have the use of the money and the original amount you get is all you sign a note for. In other words 1 percent on the monthly unpaid balance is 12 percent per annum. Here is a cost comparison for a new

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car loan based on information from the Credit Union and a suburban bank in the Headquarters area:

Bank Rate: $4\frac{1}{2}\%$ add-on plus \$8.00 fee
Credit Union Rate: $\frac{1}{2}\%$ per month on unpaid balance (6% true interest)

24 MONTH NEW CAR LOAN

Amount of Loan		Amount Received		Monthly Payment		Total Cost	
CU	Bank	CU	Bank	CU	Bank	CU	Bank
\$1,000	\$1,098	\$1,000	\$1,000	\$44.40	\$45.75	\$ 65.60	\$ 98.00
1,800	1,970	1,800	1,800	79.92	82.10	118.08	170.00

36 MONTH NEW CAR LOAN

Amount of Loan		Amount Received		Monthly Payment		Total Cost	
CU	Bank	CU	Bank	CU	Bank	CU	Bank
\$2,000	\$2,278	\$2,000	\$2,000	\$61.00	\$63.30	\$196.00	\$278.00
3,000	3,413	3,000	3,000	91.50	94.85	294.00	413.00

Discounting Loans

Another favorite loan method used by many lending agencies is discounting. Instead of being added on, the interest is deducted in advance, plus in many cases a service charge. So for the note you sign for \$100 (and pay back over the course of a year), you may actually only get \$93. Here is another comparison that shows you should look at what you *get* and what it *costs* rather than just the monthly payments:

Bank Rate: 6% discount plus 1% service charge

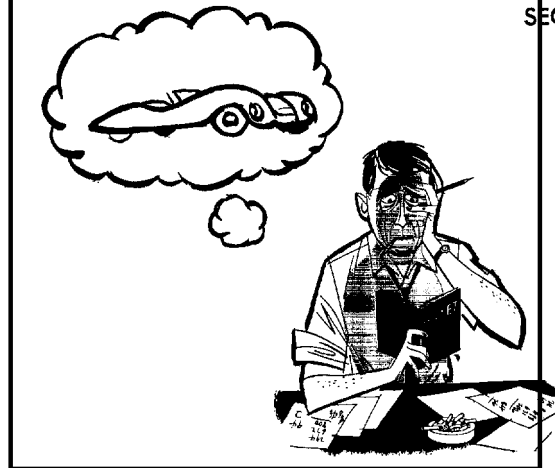
Credit Union Rate: 1% per month on unpaid balance (12% true interest)

12 MONTH PERSONAL SIGNATURE LOAN

Amount of Loan		Amount Received		Monthly Payment		Total Cost	
CU	BANK	CU	BANK	CU	BANK	CU	BANK
\$100	\$100	\$100	\$93	\$8.89	\$8.33	\$6.68	\$7.00

Figuring True Interest

Since the *true annual interest* is the only practical yardstick for making comparisons, you will need a conversion formula for most cases. As a general rule for an installment loan in which the interest is either added on to the principal or deducted from the amount you actually receive, the *true rate* will be about *double* the quoted rate. For those who want a more accurate comparison the following formula can be used:



$$R = \frac{2 \times m \times I}{p(n+1)} \quad R = \text{true interest rate}$$

I = dollar cost of credit (interest)

m = number of monthly payment periods in year

n = number of payments scheduled

p = net amount of credit advanced (principal)

Illustration

A bank loan for \$100.00 is to be repaid in 12 monthly installments. The lender discounts the note in the amount of \$6.00. The borrower receives \$94.00. What *true* rate of interest has been charged? The following facts are known:

I (dollar cost) = \$ 6.00

p (principal) = \$94.00

m (pay periods in year) = 12

n (number of payments) = 12

When these figures are applied to the formula, it would read as follows:

$$R = \frac{2 \times 12 \times 6}{94(12+1)}$$

$$R = \frac{144}{1222}$$

$$R = 0.11783 \text{ or } 11.78\%$$

The *true* rate is 11.78 percent a year because you are paying 6 percent on the original amount of the loan right up to the last installment rather than on the unpaid balance after each payment.

Although true interest is almost a forgotten term in today's advertising and financial language (with the exception of credit union literature), you can see how important it is to anyone who plans to borrow money or buy on installments and wants to pay as little as possible for the privilege.

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If you have been stationed overseas for several years, your return to the Washington area will yield a startling revelation—that Old Girl Washington has regained much of her youthful beauty. And not just Washington, but her sister suburbs have been getting a facelifting and rejuvenation shots too.

Many of Washington's streets have been relandscaped; new trees have been planted over the entire city; highways leading into the city are undergoing beautification projects; slum areas are being cleared up; and modern office and apartment buildings are mushrooming throughout the whole metropolitan area.

Landscaping Improvements

The landscaping improvements being installed are already noticeable. The flower beds in islands and small park triangles at street intersections are admired by the many visitors to the Nation's Capital. Some have described the work accomplished on F Street as "superb." However, the real evidence of the current landscaping will come in a few years when the present three to five year old trees tower over the major entrances to the city. These improvements will help Washington regain the classical beauty that existed in the capital before an elm blight killed so many of the towering trees which had distinguished local streets.

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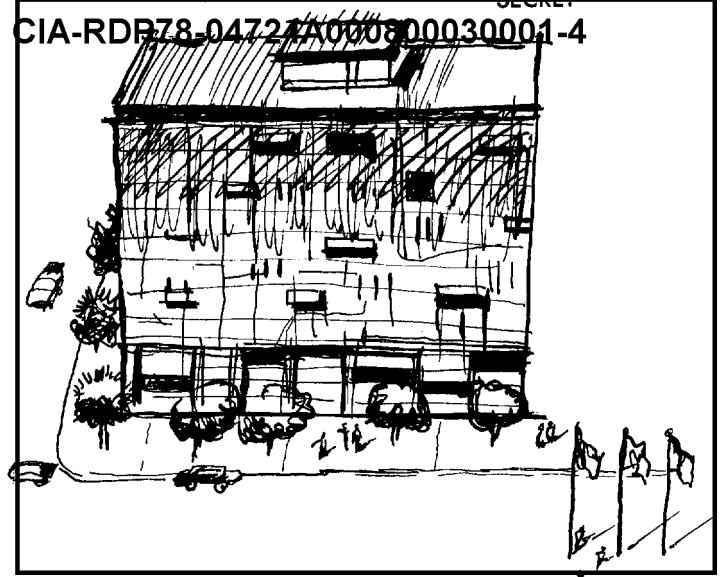
Highways Beautified

One of the District's most ambitious programs is its plan to beautify and improve the major entrances to Washington. During fiscal year 1966 the District received \$726,000 in a 100 percent Federal grant to beautify its highways. For fiscal year 1967, the District plans to spend a 1.4 million dollar grant for highway beautification.

The New York Avenue highway entrance to the District has been one of the worst eyesores. Compounding this depressing sight is the fact that this entrance comes off the beautiful Baltimore-Washington Parkway. In the next few years New York Avenue will be lined once more with trees and with rebuilt and refashioned businesses.

The Virginia Highway Department is planning major landscaping for Interstate Route 66 where it enters the city through western Arlington County. The highway will extend for six miles through Arlington. To insure that the highway meets the desired standards, the Arlington Beautification Committee and the Arlington Planning Commission have closely supervised highway builders' plans for the freeway. The road will be surrounded by grassy slopes, shrubbery, beautiful shade trees, and all of the road's bridges will be ivy-covered.

Shirley Highway is also scheduled for a major rebuilding program, including elimination of the highway's many rough spots.



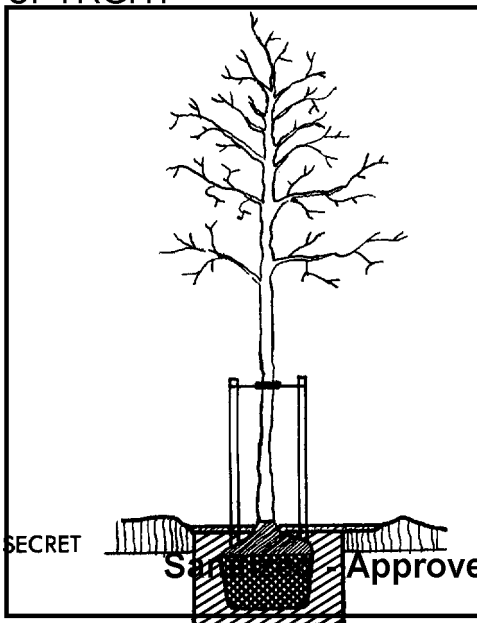
The New Rosslyn

Those of you overseas who remember Rosslyn, Va., as an area of run-down buildings, pawnshops and car lots are in for a surprise. A re-zoning policy adopted in 1961 by the Arlington County Board triggered the area's transition from an "industrial zone" to a "commercial zone" with every improvement, even office expansion, approved by the Board.

Since 1962 Rosslyn's 37 redevelopment acres have become the site for 21 newly completed buildings—most of them of modern and distinctive architecture. Newly constructed buildings in Rosslyn must be freestanding in character (all four sides exposed) and cannot be over twelve stories high. There must be one-half foot of parking space for every foot of office space constructed. Meeting that requirement has necessitated underground parking, which is allowed to extend to property boundaries although building perimeters above ground are not.

Problems of congestion in Rosslyn have already been anticipated and hopefully solved on the planners' drawing boards. Plazas and connecting ramps which will enable pedestrians to walk above traffic are in the offing. A terminal for Washington's new rapid transit system is expected to serve many of the county's present motorists. Shops, restaurants, and other commercial facilities are expected to line the pedestrian plazas. New apartment buildings (one now completed) will provide living space for many Government employees.

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support training news

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career trainees complete support services course

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During the past two years the Career Trainees completing the Support Services Course have felt that the thorough background they acquired in the missions, functions, and activities of the Support offices would be of inestimable value in their new assignments. And the class finishing Course No. 5 in March 1967 was certainly no exception. There have been some minor changes in subject matter to reflect new emphasis in support methods, but these CT's, like their predecessors, learned what is currently expected from support officers, with special emphasis on support duties in the field.

A Full Schedule

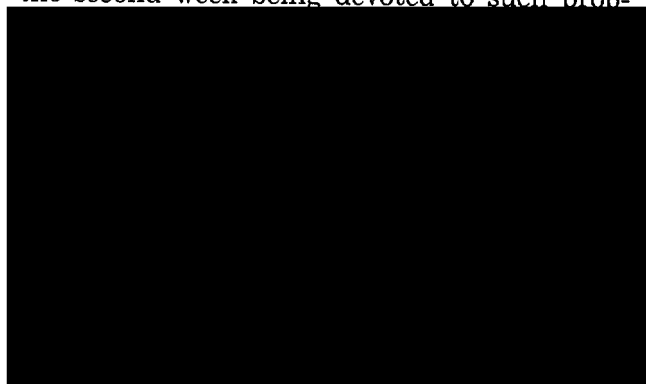
The seven week course began with introductory presentations from senior officers. During the first week the class listened to lectures on the legal aspects of Organization administration, activities of the Inspector General, the audit function, and the Organization's Personnel System within the framework of the Federal Personnel System. Officers from the Office of Personnel discussed personnel policies, capabilities and statistics, while those from the Office of Security presented Organization security policies and capabilities, particularly emphasizing those which relate to the Support Officer.

The final two days of the first week saw

senior officers from the other offices outlining for the class various other Support functions.

The Course Rushed On

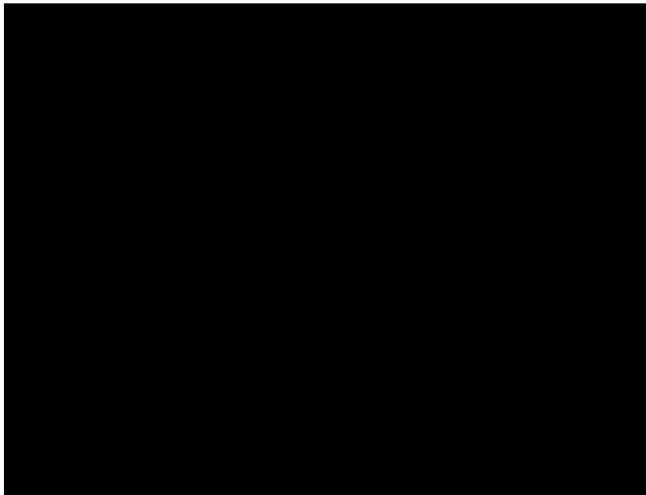
The course continued at a rapid pace with the second week being devoted to such prob-



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attended an Automatic Data Processing Orientation, receiving not only some basic information on computer operations but also learning how computer capability is applied to Organization problems.

In this period the students also visited various Support Staffs. These visits enabled the students to see the various ways that these staffs aid overseas stations, and helped the students in determining the particular components in which they desired to launch their careers.

Live Station Problem

The final week of the course placed the students in a station problem that was designed to resemble an actual field station situation to the greatest extent possible. Each day the students were presented with problems that they could expect to encounter at any field station. The students were expected to solve the problems on the basis of the knowledge that they had obtained from the first six weeks.

Students' Critique

Through discussions of the course with the graduates, it was found that the Career Trainees who had prior field experience with the Organization thought that the course had been extremely comprehensive, and would aid them in future overseas assignments. The Career Trainees who were relatively new with the Organization expressed a common opinion that the course "had imbued a feeling of con-

fidence in every graduate." With the knowledge that they had acquired during the seven-week course, but realizing that there was still a great deal to learn, the young men all looked forward to their future overseas assignments with excitement and confidence.

SUPPORT SERVICES REVIEW: TRENDS AND HIGHLIGHTS

When a new review course on Support Services was announced last summer, many professional support employees probably thought, "Here we go again. Another series of dry lectures on missions and functions with sleep-inducing charts."

But the word has gotten back. "Support Services: Trends and Highlights" is a real opportunity to learn about the more interesting aspects of supporting the Organization's operations. And not just through lectures. Films, slides, demonstrations, and discussions play a big part. As a result of this feedback, the course has proven so popular that attendance has had to be deferred for many of those who have applied. (And this in spite of the fact that classes have more than fifty students!) But they'll all get their chance.

Original Course Extended

The course was originally scheduled for three days, but even with two evening sessions it was found necessary to add another half day to cover just the most interesting highlights of Support. Since most of the participants are generally familiar with support to Headquarters, most of the presentations emphasize support to the Field. In addition to the major Support areas—personnel, medical, communications, security, finance, training and logistics—trends and highlights in the fields of automatic data processing, records administration, and planning, programming and budgeting are also covered.

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Working Relations Improved

One of the objectives of the course is to improve future working relations by having the officers of one career service get to know those of another. Students have been most enthusiastic about how well this objective has been met through acquaintances they make at the social hours and breaks between classes.

Students Meet Top Support Official

Those who have attended the course have also been most appreciative of the opportunity to meet and hear the Organization's top Support official. He takes time to come to one of the evening sessions to point up the highlights and trends that cut across the whole area of Support and the need for Support specialists to see and understand the broad picture. Among others, he emphasizes trends toward increased automation and elimination of "red-tape." As he has pointed out, Support officers should talk and do, then worry about the writing and paperwork. Coordination time must be cut down. "I felt he was really levelling with us" was the way one student expressed it and that seems to convey the general feeling about the "tone" of the course among all those who have attended.

In addition to instructors on the Management Training Faculty with ADP background, computer specialists are brought in to assist with the training. They won't make a programmer out of you from Tuesday through Thursday, but most of the people taking the course have found that they received at least:

- A basic understanding of what a computer system is, how it works, and what it can and cannot do.
- The concept and vocabulary needed to communicate on the use of computers.
- A clarification of the roles of the user, the ADP specialist, and the manager in computer applications.
- An understanding of the needs, problems, and procedures of ADP personnel.
- Familiarization with the uses of computers in the Organization and outside and a glimpse into the probable future.
- An opportunity for "hands-on" experience with remote terminals at the R&D Computer Laboratory.

AUTOMATIC DATA PROCESSING

Ever wonder what computers could do for you? Many of our managers and specialists have.

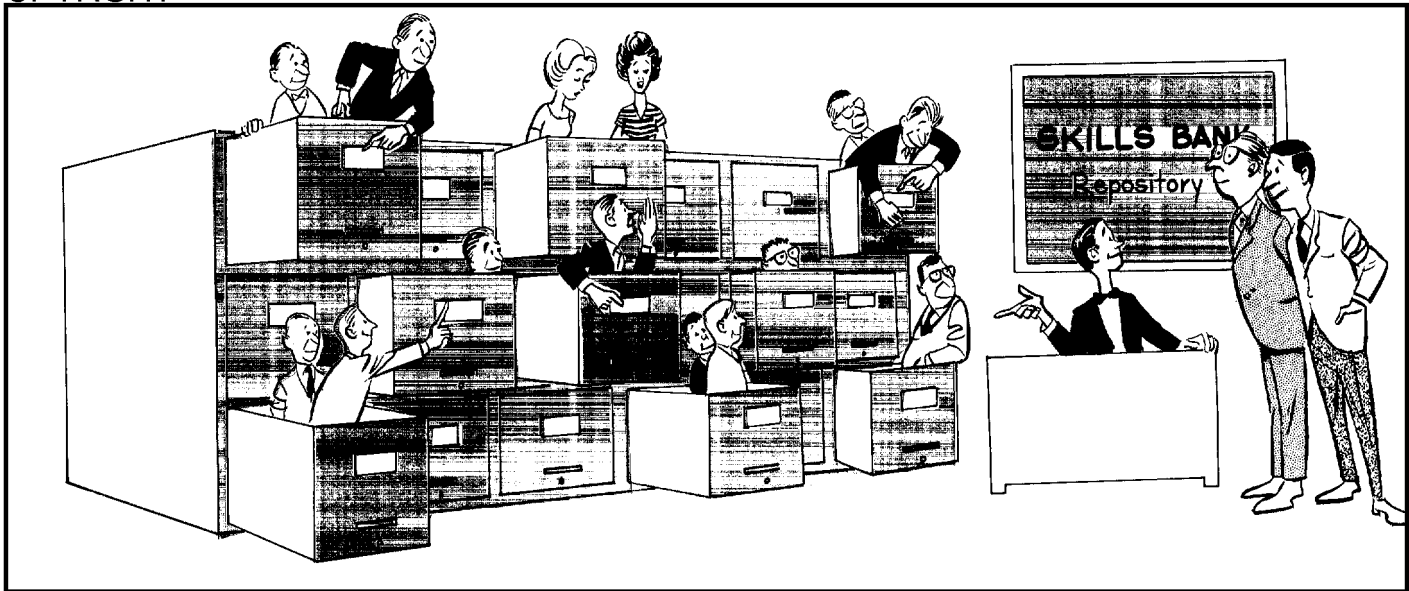
To satisfy this widespread curiosity about computers and to stimulate further thinking about what ADP might do for supervisors and specialists at all management levels, an ADP Orientation Course was run for the first time last fall. It has proven so popular that it is being offered approximately once a month through July 1967 and will continue to be scheduled as long as interest holds up.

MANAGEMENT PLANNING

A new course in advanced management is being developed for top-level managers. It will emphasize the latest concepts and methods a manager can use in planning his component's activities and program within the framework of the President's overall national objectives, the Organization's multiyear program and financial plan, and the new Planning-Programming-Budgeting System.

Management training consultants will assist in developing the course and getting it started, after which it will be the responsibility of the Management Training Faculty to carry on with the course. It is expected that the course will run about five days.

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"SKILLS BANK" placement

We recently asked one of our Personnel Officials—just what is this Skills Bank? We thought our readers might like to have his explanation just the way he gave it to us.

Decentralized Selection

Professional personnel will recall that they were *selected* for employment not by the central recruitment-and-placement arm of the Director of Personnel but by one of the Organization's components, career services, or trainee programs.

While the Director of Personnel has been delegated the legal authority to appoint personnel, he takes his cue to hire professionally-qualified applicants from the spokesman for a unit which is interested in acquiring a certain individual's services.

The Office of Personnel may recruit and recommend an applicant for employment consideration, but the in-depth analysis of his or her professional qualifications is a jealously guarded prerogative of the operating component.

Centralized Hiring

Having made its appraisal—in the light of existing or foreseeable personnel requirements and specific selection criteria—and having decided in favor of "bringing the applicant on board," the component then requests the Director of Personnel to enter the individual on duty at a designated salary level and a given point in time. If the request is on all counts a reasonable one, the component encounters no hurdles in its path to employment of the applicant.

Thus, we have described what is obviously a procedure of *decentralized selection* and *centralized hiring*. Historically, decentralized selection has embraced the well-known ritual of Personnel placement officers "shopping" (forwarding) applicant files to applicant-file appraisers scattered throughout the Organization.

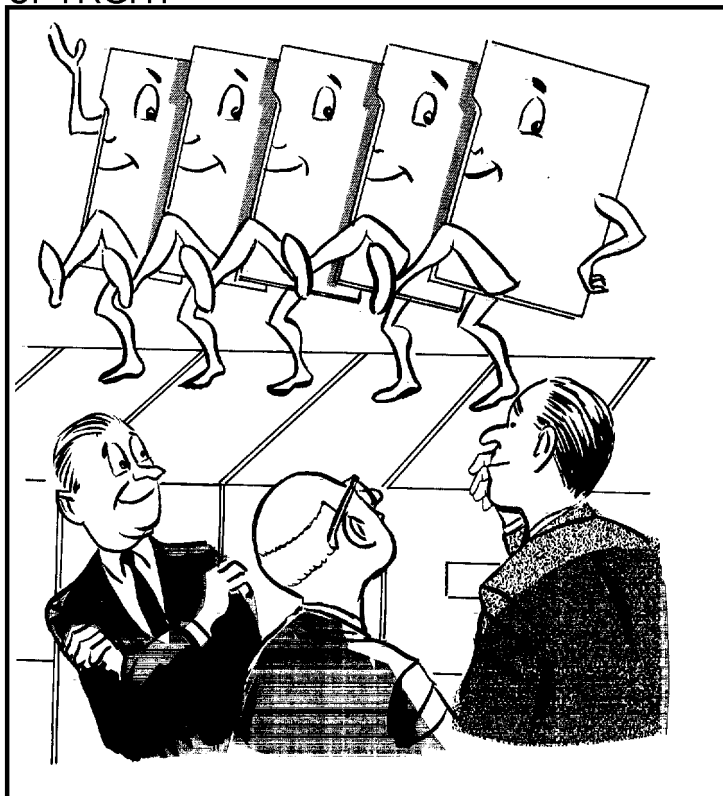
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The Old Ulcer-Producing System

Getting the files into the hands of likely "buyers" presented no problem. But, as bureaucratic techniques go, it did smack of a-hunch-and-a-prayer routine when it came to meeting either specialized or sophisticated personnel requirements—particularly so, when the components themselves were reluctant or unable to reduce their job specifications to writing. This put professional placement on a procedural par with such racy pastimes as lotto, bingo, or Russian roulette: "You just keep the files coming and we'll tell you when you win."

Sometimes the files didn't come back at all. And, at best, there were delays and other drawbacks to a "system" which, almost by design, tended to give a conscientious placement officer ulcers and an anxious candidate considerable reason to question whether his application papers would weather the extensive workout they were being subjected to in Washington.



The New Centralized Review System

What has changed all this, as of last November, was the decision to stop the interminable one-by-one "shopping" of applicant files and to issue invitational orders to interested components to participate in a centralized review *system* that would give them access to *all* candidates and give all candidates prospective employment exposure to *all* components.

By holding the files in a central repository ("Skills Bank"), and *bringing the bidders to the files*, it was hoped that the whole process of notification, selection, and hiring would be simplified and speeded up to the great benefit of the component and candidate alike. To say the very least, we have not been disappointed. Tentative hiring decisions are being communicated to the candidate within a month from the date his application is received in Headquarters.

A fuller understanding of how the system was designed to work can be gathered from the text of the official announcement which brought it into being.

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skills bank announcement

Skills Bank placement denotes the "banking" of new applicant files for inspection by Organization components with the view to selection for employment. To facilitate review, new files and resumes are grouped according to the candidates' professional or technical qualifications. Files are retained in the Skills Bank for 15 calendar days, constituting an open inspection period. Following this period, components may withdraw files for a final 3-day review. Priority of review normally is determined by the component's relative deficit staffing status, that is, ceiling minus strength coupled with predictable attrition as offset by applicants in process.

"Committed" applicants, not subject to open inspection unless rejected by the designated component, are either those candidates recruited through the component's own resources or those whose qualifications are classically consistent with the requirements of a given component.

Skills Bank review and placement is considered the most effective mechanism for servicing both projected and newly developing staffing requirements. It eliminates the guesswork that goes with "shopping files," or, worse, not shopping a particular file to a component that may have an overriding claim although it has not reduced its requirement to Personnel Requisition format.

The 3-day final review rule is designed to expedite a hiring decision within 30 days. We not only owe this consideration to the candi-

date, but to our recruiters. By adhering to an overall 30-day review schedule, the Office of Personnel can maintain a control that weeds out weaker candidates while insuring stronger candidates receiving timely selection and clearance processing.

Essentially, the weaker candidates eliminate themselves—when their files are not withdrawn from the Skills Bank by any component after the 15-day open inspection period. An equally important control serves to alert OP to personnel categories wherein input of new applicants remains at an inadequate level to satisfy staffing demands. In these categories, OP must design timely recruitment action to forestall shortfall, rather than continue to overload the pipeline with easy-to-come-by applicants—as was the case when no effective control device existed.

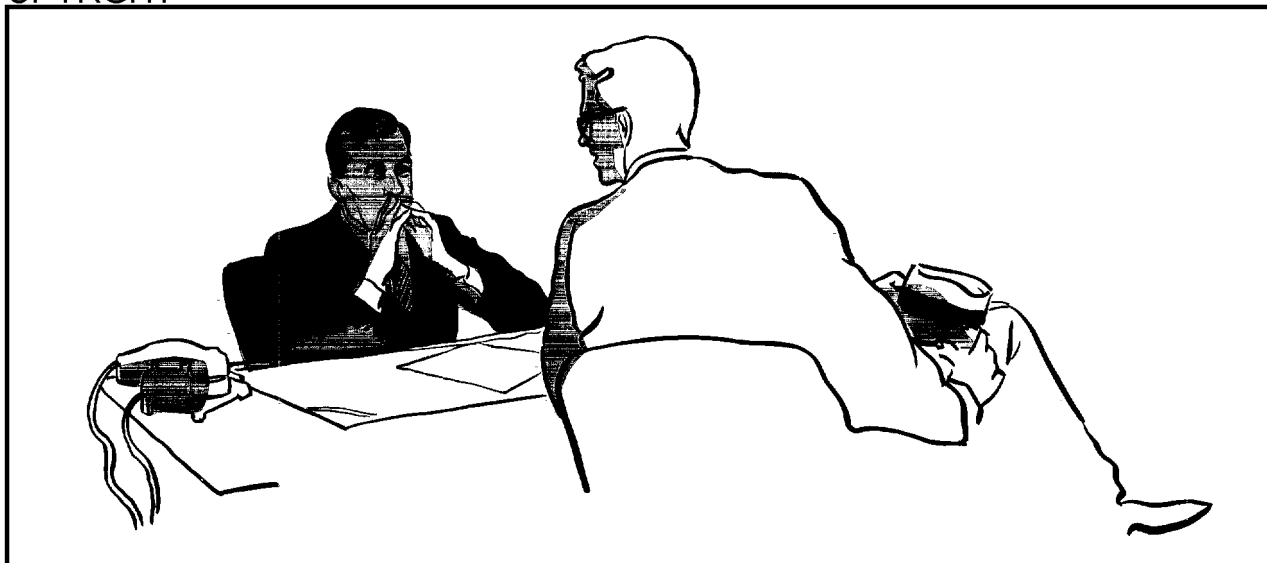
While applicants may appear on acquisition lists in no specific order, they are "banked" according to professional or technical education and experience. Further, please do not infer from this explanation of the Skills Bank placement system that Recruitment Division can do its work without the benefit of definitive Personnel Requisitions. Requisitions clearly indicating the specific qualifications desired are essential to the organization of the recruiting effort, conveying requirements to individual regional recruiters and to the identification of the need for special recruitment tasks or campaigns. Only requisitions create the obligation to undertake recruitment!

The Skills Bank of the Future

In the short time the Skills Bank has been in business, it would be coining an understatement simply to state that Skills Bank Placement is here to stay. If it can be "computerized," the basic concept may one day replace the human hand that still massages the ap-

plicant's credentials as reflected in college transcripts, extracurricular accomplishments, work experience, etc. The hand no doubt will become expendable.

But, being one of the Nation's more enlightened employers of female professionals, we harbor no hope that any coldblooded computer can ever replace the human eye!



Recruiting a quality staff

The following excerpts from an address given by Nicholas J. Oganovic, Executive Director of the U.S. Civil Service Commission, describe the total management involvement required in recruiting a staff of adequate quality.

Four Basic Requirements

Effective recruiting for the Federal Service must meet four basic requirements:

1. It must help Federal managers respond to their personnel needs.
2. It must be logical.
3. It must be directed consistently to the end goal of quality.
4. It must have the working support of management, the technical know-how of the personnel officer, and the sustained enthusiasm of the recruiter.

Keeping Recruits On The Rolls

The way we treat those we recruit—after they are on the rolls—must help us to keep them on the rolls as we develop their total potential. This is one reason—in fact one of the paramount reasons—that I believe we should keep the subject of recruiting within a total context, for the manager has as much to do with recruiting as the man who visits the college campus; often much more.

Logical Recruiting

Second, it is logical to me that we should have the job in mind when we recruit the individual. If the job leads to the manager's chair, we had better recruit the candidate with management potential and education. If the job is menial and repetitive, we had better pick the candidate who will be satisfied to do the menial and repetitive.

It is logical to me that our dragnet should reach out for all the candidates who might make a contribution to our effort so that we can be absolutely sure we don't overlook anyone who might be a member of a minority group, a member of the female sex, or a member of the group we call the handicapped, for experience has taught us that some of the "groups" we overlooked in the past could have provided us with valuable talent.

The End Goal — Quality

The third requirement listed was that our recruiting effort should be directed consist-

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ently to the end goal of quality. This word quality is one that raises some interesting questions.

For example, what is a quality employee? A quality employee is one who has a set of values—values such as integrity, morality, dedication, and energy.

How does one detect quality? We can conduct our recruiting search in those areas of the marketplace where we can reasonably expect quality to be found, whether we are recruiting for machine operators or managers.

We can continuously refine our screening processes to separate the applicant who has quality from the one who doesn't.

We can take time to make a personal appraisal of the individual, rather than conduct our recruiting program in an antiseptic, distant, impersonal vein. We have each developed, along the way, some pretty good ideas on "who's got it and who hasn't," and we are remiss when we do not use this knowledge, intuition, or whatever you want to call it, that we have gained through experience.

Recruiting — A Joint Effort

The fourth requirement laid down for an effective recruiting program was that it must have the working support of management, the technical know-how of the personnel officer, and the unbridled hustle of the recruiter. It

must have all these forces, working in concert with each other, at all times, to be truly effective.

Perhaps it would be a pleasant sort of Utopia if the manager could turn all of his manpower responsibilities over to somebody else so he, the manager, could concentrate on production, budgets, deadlines, and deliveries. Unfortunately, or perhaps realistically, it is impossible to separate manpower management from total management, for every success and every failure is linked inseparably to people—how they are recruited, selected, indoctrinated, assigned, trained, motivated, rewarded, supervised, and used.

The manager is neck deep in the people business whether he likes it or not.

Everything a manager does as he fulfills or fails to fulfill his personnel-management responsibility has a lasting effect on his installation's recruiting program.

No Cheating On Manpower Responsibilities

Significantly, as we fix the manager's responsibility in the recruitment of quality people, the manager must not subscribe to double standards . . . with one set of values rigidly enforced to insure honesty and integrity in such matters as the awarding of contracts, the filing of expense claims, and the like, and a completely different set of values when it comes to promotions, assignments, selections for training, retention on the basis of quality, and the like.

It is just as wrong to cheat on a manpower selection as it is to cheat on an expense account. It is just as wrong to promote an undeserving employee as it is to award a contract to an undeserving bidder. To keep a misfit on the rolls long after every reasonable effort has been made to find the right spot for him is a waste of the public's money.

Double-standards—high ethics for dollar accounting and marginal ethics for personnel administration—can have a deadening effect on the success of quality recruiting, for it is impossible to keep the odor of such practices within the confines of the installation.

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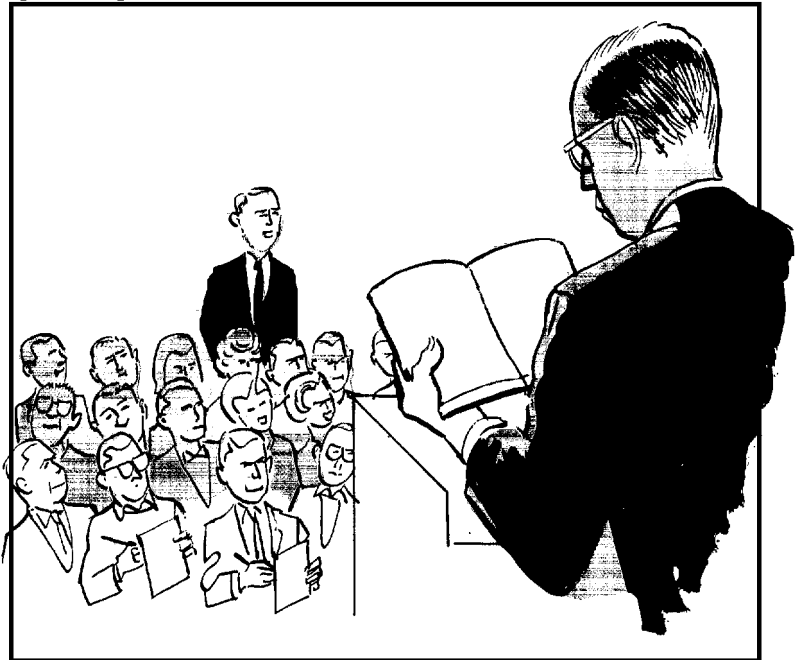
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The question is frequently asked whether retirees are welcome in the academic community as instructors or administrators.

We think the answer can be found in the fact that within the past two years nineteen of our retirees have been engaged by different universities, colleges and prep schools.

The Organization is continuing to encourage near-retirees to consider the academic field and can furnish them with substantial assistance in entering it. Several are now firming up prospective connections.



RETIRE AND TEACH

MAILING CHECKS OF HEADQUARTERS EMPLOYEES

If you're a Headquarters employee and paid every two weeks, you have an option as to the disposition of your paycheck. You can have it mailed to your bank for deposit or to your residence or other address. But if you prefer, you can have it delivered to your office as in the past.

If you're not stationed at Headquarters, you are urged to consider upon return the benefits to be realized from having your checks mailed—particularly the advantages of having them mailed to your bank. The scheduled payday has been retained, but under the mailing option checks mailed to banks in the Headquarters area are usually deposited on the day before payday, and you should receive a confirmation of deposit the next day. Your earnings statements are delivered to your office.

Having your checks mailed to your bank not only offers the advantage of prompt deposit without any personal effort or expense, even for postage, but also eliminates the need for you to remember to make special arrangements for someone to hold or mail your check when you're on TDY or leave for one or more paydays.

Your administrative officer at Headquarters can furnish you with a form to authorize mailing your check. You'll find the instructions on the reverse side.

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A look at **LEGISLATION**



Many bills to liberalize pay and fringe benefits have been introduced in the first session of the 90th Congress.

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Briefed below are some of those receiving serious consideration on the Hill.

Informed sources give a pay raise bill strong chances for passage, probably along the general lines of the President's plan.

However, past experience and limited funds in the President's budget for increases in pay and fringe benefits indicate that chances are some what remote for passage this session of all the major benefits under consideration.

Pay Raises and Comparability

The President has proposed a plan to close the comparability gap between the pay of Government personnel and salaries paid by private industry. The first step in his plan is a proposal to raise the pay of civilian employees an average of 4.5 percent and military personnel 5.6 percent, effective 1 October 1967. The total compensation of the military includes quarters and allowances, so the proposed increase in pay would result in an overall increase in compensation of 4.5 percent.

Although the proposed pay raise for civilian employees would average about 4.5 percent, the precise amount for most grade levels would vary slightly from this figure—and employees in the top pay brackets would receive substantially less than the average.

The President has pledged his support to additional raises on 1 October 1968 and 1969 as part of his plan to close the comparability gap. Since the biggest gap is believed to be in the pay of "supergrades" and top executives, a special advisory committee has begun a study of this problem.

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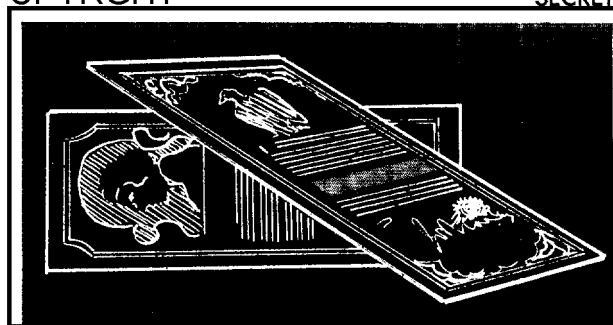


Social Security Coverage

A bill introduced in the House contains a proposal by the Civil Service Commission to guarantee Federal employees retirement benefits at least equal to those of Social Security. Present Civil Service laws do not provide survivorship, annuity, or disability retirement benefits to employees with less than 5 years of service. The proposed legislation would transfer those employees' credits to the Social Security System. This would give a family survivorship benefits in case of an employee's death, and where an employee leaves the Government his Federal service would be credited to Social Security to qualify him for a pension.

The second part of the legislation would guarantee Federal employees and their survivors benefits at least equal to Social Security in regular annuities, disability annuities, and survivorship benefits. For many short-term employees, especially where there are children involved, the Social Security benefits are now superior to Civil Service benefits.

There is a strong possibility that the employee's contribution to the Civil Service Retirement Fund, as well as that of the Government, will have to be raised from 6.5 percent to 7 percent, not only to take care of any increased benefits that may be passed but also to strengthen the financial position of the Fund. Some estimates indicate that the Fund will go bankrupt by 1987 if additional financing is not secured.



Life Insurance

Several bills have been introduced to increase Federal employees' group life insurance and accidental death and dismemberment insurance to approximately 1½ times an employee's annual salary, plus an additional \$2,000 which would not be reduced upon retiring and reaching age 65. In addition, the maximum would be raised from \$20,000 to \$40,000. Similar legislation passed both Houses of Congress last year but was vetoed by the President. The Administration is, however, behind a plan to provide increased protection for lower salaried employees with a \$10,000 minimum coverage; also for those in the higher grades an increase in the maximum from \$20,000 to \$30,000.



High Risk Situations Overseas

A bill has been introduced in the Senate "to improve certain benefits for employees who serve in high-risk situations." Provisions of the bill would:

- Authorize an increase from 25 to 50 percent in the maximum allowable salary differential for service in areas where there is unusual danger from hostile action.
- Provide that no leave shall be charged, for a period up to one year, when a Government employee's absence is due to illness or injury as a result of hostile action abroad or is clearly caused by the fact that he was located abroad.

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THE DISCIPLINE OF LONG RANGE PLANNING

At a recent meeting of the American Management Association the president of one of America's largest companies expressed opinions on long-range planning that apply equally well to both business and government.

Long-range planning is not so much a science as it is a posture. It's anticipating the future. It's a **force**.

It **forces** you to determine where you want to go.

It **forces** you to explore all alternative strategies to get where you want to go.

It **forces** you to systematically evaluate those measures that you can use to implement your various alternative strategies.

It **forces** you to choose among various opportunities and to balance your resources to meet them.

It **forces** you to choose a mechanism by which you can judge your performance.

Few of us like to accept a discipline. None of us likes to feel hemmed in. But we must concede that the requirements of long-range planning are the very same requirements that determine our own success or failure in today's world. Guesswork is out. Planning is in.



IS YOUR SON SUBJECT TO THE DRAFT?

If you have a son living overseas with you and he is, or soon will be, within the vulnerable age for military service, you should be familiar with the registration requirements.

A male citizen of the United States living outside the continental United States, Alaska, Hawaii, Puerto Rico, the Virgin Islands, Guam and the Canal Zone, upon reaching the age of 18 years, is required to register with the nearest diplomatic or consular officer of the United States. If prevented from so registering because of circumstances over which he has no control, he must register as soon as circumstances permit.

If possible, your son should designate a place of residence in the continental United States, Alaska, Hawaii, Puerto Rico, the Virgin Islands, Guam or the Canal Zone for the purpose of determining local board jurisdiction. If such a residence can't be furnished, jurisdiction will rest with District of Columbia Local Board No. 100 (Foreign).

Student Registrations

A registrant who is pursuing a full-time course of instruction at a high school or similar institution of learning will be placed in Class I-S until graduation or until reaching age 20, whichever comes first.

A student engaged in college or university undergraduate or graduate study should request the school authorities to submit SSS Form 109 (Undergraduate) or SSS Form 103 (Graduate) to his local board for II-S student deferment. Granting of a student deferment is governed, among other things, by class standing and the score the student makes on the special Selective Service tests which are given from time to time.



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Are you a calm, cool and collected individual? Yet, do you leave your job in the evening completely exhausted? Do you have frequent digestive or other internal difficulties? If so, you may be unconsciously injuring yourself. One hundred years ago, infection was the prime killer of men, and the average life expectancy was about 35 years. With infectious disease controlled, today's average life expectancy is 67. The prime killers today are the end products of stress and tension. Eliminate tension and our life expectancy could well exceed 100 years. Tension is self-induced; therefore, it is unnecessary. Still, this unnecessary entity causes more ulcers, heart disease, arthritis, allergies and nervous disorders than all of the germs known to man. Any responsible, hard-working person sets high standards for himself and his work. Rightfully, he should. Many persons, however, do it with little talking, less laughing and no relaxation. Their life is often productive, but frequently too short.

Causes Of Tension

Enumerated below are the four most common factors which most of us use to generate tension within ourselves.

Overreaction

Any person who reacts with lightning speed in ordinary situations or who turns his emotional volume up high in everyday encounters is an overreactor. As such, he generates enormous tension in himself and the persons around him. Although modern cameras have shutter speeds fast enough to stop a bullet in flight, such speed is hardly necessary for ordinary picture taking. Who would turn a stereo up full in a small room just because the equip-

ment can reproduce the total volume of a full symphony orchestra? The price for over-reacting is high in the excessive tension and fatigue it causes. This destructive process is easy to control by simply slowing the timing and turning down the volume.

Emotional Involvement

Many persons generate tension through their reaction to "other people." The ability to feel FOR people is a sign of emotional maturity. To feel WITH them is not only immature; it helps neither party. It is often difficult to remember that the other fellow, like ourselves, is not always able to contain his feelings. To care about him, yet not share his mood swings, his depressions, his irritability and feelings of rage or resentment is quite important to our own well being. When we load small incidents with heavy emotional meaning, we tend to spring into action with every verbal challenge. By doing this, we not only create progressively unbearable tensions, but we develop troubled and stressful relationships with others. All this can be prevented by simply dealing objectively with other persons and avoiding emotional involvement.

The Need to Respond

Some situations require immediate decisions, but these are unusual. Despite the desire of others for an instantaneous answer, a smile and "I'll let you know later" will often suffice. When we spring into action every time someone says "move," we tend to resent the intrusion and question the wisdom of our reply. By doing this we lose the tranquility and liberation of spirit that come from having a freedom of choice. We should never forget that unexpressed opinions require no defense.

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It is easy to avoid this tension-producing pitfall if we learn to say "no," gently but firmly.

Captive Listening

Few situations are more conducive to tension than that of the trapped listener. This type of listening requires great concentration, generates considerable frustration, leaves both parties exhausted or infuriated, and usually accomplishes nothing. One's personal confidence and counsel, like one's intimate feelings, belong exclusively to those persons with whom he has close personal ties. We do not confide our own problems to everyone we meet, and we should demand the same consideration. Tension can be avoided in these situations by simply murmuring "Too bad, I hope it works out," then slipping off in the opposite direction. The most relaxed interpersonal relationships are those which are friendly but strictly impersonal.

Relieving Tension

Despite all of our efforts to avoid stress, tensions will still develop just by virtue of the fact that we are human and that we work in the modern world. When we feel ourselves tightening up, the following exercises will work wonders toward dissipating tension and leaving us relaxed and revitalized.

Rules For Relaxing Tension

1. Change the pace.

Steady work for long periods causes mental and physical fatigue, and efficiency drops remarkably. How many times have we all groped for a name or an idea only to have it pop into our minds after we shifted to a different subject? An occasional shift in emphasis or topic can work wonders in relieving "brain fatigue" and its resultant tension.

2. Sit relaxed.

The most restful way to sit is with knees higher than hips, arms supported by the arms of the chair. This posture relieves strain on the lower back, rests the shoulders, and relaxes the upper back. Sitting on the edge of the chair not only causes back strain but keeps nerves edgy. Combining a "change of pace" with a change in posture is an excellent means for dissipating tension.

3. Shrug away tensions.

One can learn from professional athletes the trick of relaxing before going into action. When tension mounts, stop what you are doing, raise your shoulders as high as possible, then drop them limply. Take a deep breath and let it out while shrugging off the tightness in the neck and shoulder muscles. Bottled up tension often results in clenched teeth, set jaws, and tight facial muscles. Counteract this by silently whistling while you work, or taking a deep breath and keeping an imaginary feather in the air. These exercises should help one ease off without letting down on the job.

4. Relax while walking.

To do so, extend the whole leg from the hip rather than from the knee. The body should be held facing forward, not turned from side to side. This will not only bring about a tremendous amount of relaxation but will also improve one's entire carriage.

5. Relax hands.

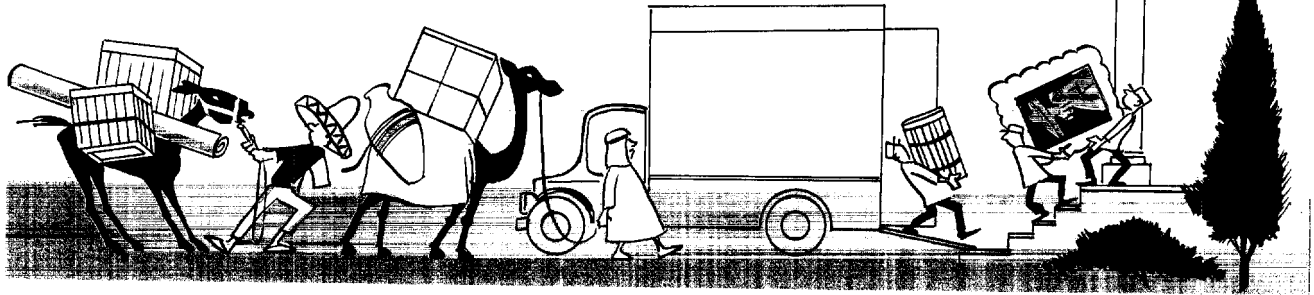
Frequent hand workouts will relieve general nervous tension and keep one's hands flexible. Everyone is constantly using his hands in a gripping motion and prolonged gripping leads to painful thumb and finger joints. Exercise the hands as follows: open and close the hands slowly to the fullest extent, bending the fingers backward as far as comfort permits. Massage each joint with the thumb and forefinger of the other hand. Most likely there will be a tender spot at the base of the thumb; if so, this is a good indication of generalized nervous tension. Hand exercises are an excellent means for dispelling this type of tension.

6. Acquire a hobby.

Lucky is the man with an avocation. He has two worlds to live in. When one becomes overwhelming, he simply escapes to the other. A hobby is an activity combining a sharp change in pace with the opportunity for complete absorption. There is no better way of dissipating the tensions built up during the work day than "getting lost" in a hobby after leaving the job.

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IMPORTING HOUSEHOLD AND PERSONAL EFFECTS

NOTE: Since this article answers only questions concerning Customs requirements for free entry the appropriate regulations should be consulted to resolve any questions as to when and whether articles can be transported at Government expense

Questions are frequently raised as to the requirements for *free entry* to the United States of household and personal effects. Some of the more common questions are given below with answers based on Tariff Schedules as amended by Public Laws enacted by the 89th Congress.

May I import my household and personal effects free of Customs duty?

Any person (military or civilian) in the employ of the Government returning to the United States under Government orders or instructions at the close of an assignment to *extended duty* abroad (outside the territorial limits of the United States) may be allowed free entry of personal and household effects, including automobiles. This privilege also extends to members of his family residing with him at such post or station.

What is meant by "extended duty" abroad?

Military and civilian personnel are considered returning from an extended assignment if:

- They are returning from an assignment abroad of at least 140 days of continuous duration;
- They are returning after the termination of an assignment to a permanent duty post abroad regardless of the duration of duty;
- They are returning under Government orders at any time after leaving the

United States for extended duty abroad of not less than 140 days; or

- They are ordered by the Government from duty at one post abroad to duty at another foreign post, necessitating the return of their personal and household effects to the United States.

Are persons evacuated to the United States included in this privilege?

Yes, the privileges of the Public Law apply to the personal and household effects of any person evacuated to the United States under Government orders or instructions.

What happens if I return home on leave?

A person in the service of the U.S. Government returning voluntarily on leave or for other personal reasons (before the termination of his assignment to extended duty abroad), with or without orders covering the return, is only entitled to the \$100 Customs exemption.

What proof is required for free entry?

A copy of the Government orders (issued prior to the shipment of the effects) constitutes satisfactory proof for free entry.

How do I declare to U.S. Customs?

All articles acquired abroad must be listed, together with the actual prices paid, on a baggage declaration form. If you acquired articles other than by purchase, such as gifts, list their fair market value.

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Are American goods dutiable?

No. American made articles taken with you from the United States or purchased abroad do not need to be declared to Customs. *May liquor and tobacco be imported free of duty as personal effects?*

A total of not more than one wine gallon of alcoholic beverages and not more than 100 cigars may be imported free of duty as personal effects provided:

- The articles accompany the employee or member of his family making claim for free entry at the time that person arrives in the United States.
- Each member of the employee's family claiming the beverage exemption is 21 years of age or over. (This age requirement does not apply to the employee himself or to active duty military personnel.)
- The person claiming the beverage exemption hasn't concurrently claimed exemption as a returning resident.
- Not more than one quart of any such alcoholic beverages has been distilled or otherwise manufactured and bottled in any place other than the United States or its possessions.

NOTE: Customs will not release liquors for use in any State in violation of its laws.

What will happen if the Customs authorities examine my unaccompanied baggage or household effects and find alcoholic beverages?

You will be subject not only to penalties prescribed by law, but will be required to pay excess (Shipment in Bond) transportation and bonded storage charges on the entire shipment.

May alcoholic beverages (not accompanying the traveler) be forwarded through commercial channels?

Yes, but the owner is responsible for arranging Customs clearance and payment of applicable transportation charges, import duties, and Federal and State taxes.

Are there any other restrictions on importing personal and household effects?

Yes. They cannot be imported free for another person nor can they be intended for sale.

Articles not in the possession of the importer while on extended duty outside the United States cannot be considered personal and household effects.

What is meant by "possession"?

The term "possession" covers not only actual physical possession by the purchaser but it has also been construed to cover circumstances where the purchaser is in such proximity to the property that physical possession would have been possible.

Must the importer take physical possession?

A purchaser has the option of taking physical possession and having the article transported to the United States or he may take technical possession and have the article transported to the United States by the seller.

When must be the article be shipped?

An article acquired as above may be shipped at any date after receipt of written, official orders terminating the tour of duty. However, the article must have been acquired prior to the date of such orders.

Are articles ordered from a third country for direct shipment to the United States entitled to the free entry privileges under the new law?

No. They are not entitled to the privileges because they are not in the actual or technical possession of the importer. However, a purchase which does not qualify for free entry per se may be entitled to free entry under the \$100 exemption for returning residents.

Are gifts dutiable?

Gifts for relatives and friends must be declared to Customs but may be included within your exemption.

May I import a foreign-made automobile?

Yes, if you meet the Customs requirements. You should pay particular attention to the requirements given above as to possession of articles and the date and receipt of orders.

What happens if I fail to comply with Customs requirements?

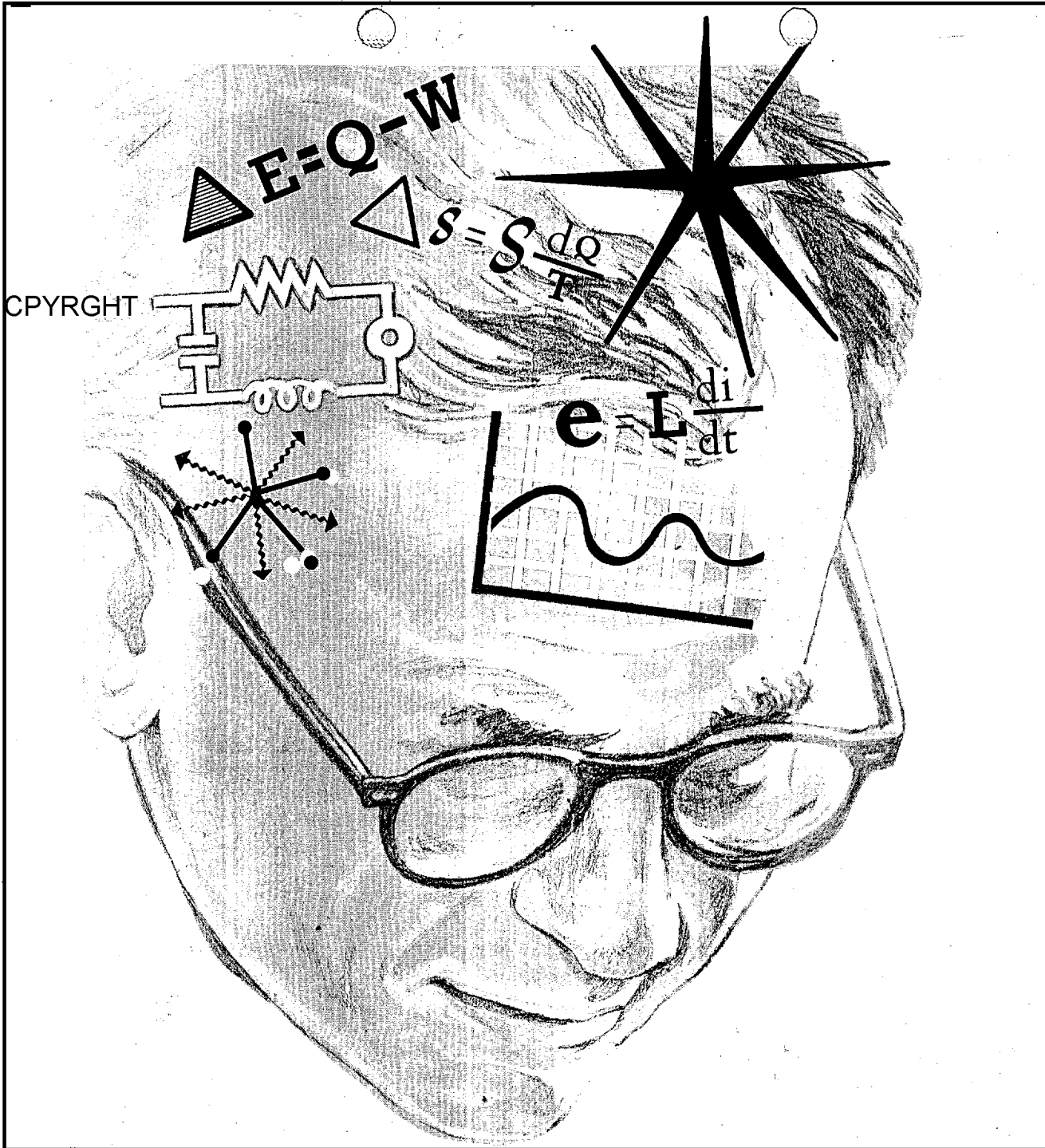
Failure to comply with Customs laws or regulations, or the willful evasion of Customs requirements, may result in the loss of property and the assessment of penalties. Flagrant violators of Customs laws can be and are criminally prosecuted.

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From the human mind has come every advance that has marked our upward march from the cave. Every achievement of science, every masterpiece of art, every forward step in technology.

We now stand on the threshold of space — bend the forces of nature to our will — release the energy of the atom.

One discovery leads to another. But none equals in power the one force that gives them all birth. . .

Man's infinite imagination!

What's on **YOUR** mind?

Send your ideas to the Suggestion Awards Committee.

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